FI$Cal Wave 2 Change Workshop

March 2015

Change Workshop Agenda

- **Change Workshop Overview**
- **Change Discussions**
  - ☐ FI$Cal Change Discussion Guide
    - Individual Change Discussion Guides
  - ☐ Support Network
  - ☐ Preparing for and Conducting Change Discussions
  - ☐ Individual Change Discussion Guide (ICDG) Preview
    - FI$Cal Project Overview ICDG
    - Procurement ICDG
  - ☐ Change Discussion Checklist and Log
- **Change Discussion Activity**
- **Next Steps**

Change Workshop Overview

- The Change Workshop provides resources to prepare department managers and supervisors for the upcoming changes and impacts of the Wave 2 FI$Cal implementation.

- The Change Workshop prepares department managers and supervisors to conduct Change Discussions with their staff.

- Change Discussions will communicate the:
  - FI$Cal Project overview
  - FI$Cal business processes for Wave 2
  - FI$Cal changes and impacts for Wave 2
  - FI$Cal end-user roles for Wave 2
  - FI$Cal end-user role assignments for Wave 2
  - FI$Cal end-user training planned for Wave 2
  - FI$Cal end-user support network

Why Are You Here?

Why Me?

- You play an important role in preparing your department for go live. Your staff looks to you for information and guidance on what's going on in your department.
- You will need to understand the changes going on in your department and how the new FI$Cal processes affect your team.
- As a manager, you will need to be prepared to respond to the varied reactions of your staff regarding FI$Cal.

Why Now?

- Your staff will be attending training beginning the end of April 2015 in preparation for go live in July 2015 based on the staff's job functions.

GROUP ACTIVITY

FI$Cal Change Discussion Guide Overview

- The FI$Cal Wave 2 Change Discussion Guide provides managers and supervisors a reference document to help prepare them for change discussions with individuals on their team who will be using FI$Cal as part of day-to-day business. Change discussions aim to help staff understand the business process impacts from the FI$Cal implementation, their assigned FI$Cal end-user roles, and training support for Wave 2.

- The FI$Cal Wave 2 Change Discussion Guide contains multiple Individual Change Discussion Guides (ICDGs) that are organized around groupings of FI$Cal end-user roles within the Wave 2 business process areas. Each ICDG gives information on the FI$Cal change impacts, FI$Cal end-user roles, and FI$Cal end-user training available for that business process area.

FI$Cal Change Discussion Guide

■ This Guide helps managers and supervisors understand their role in change discussions. It provides, as ICDGs, an overview of FI$Cal along with more detailed information for the Wave 2 business process areas. This guide also provides:

- ☐ Instructions on how to use this guide
- ☐ Understanding your support
- ☐ Preparing yourself for change discussions
- ☐ Preparing others for change
- ☐ Guidelines for conducting change discussions
- ☐ A recommended process for escalating questions and concerns from change discussions

Using the Change Discussion Guide

- Use the FI$Cal Change Discussion Guide for Wave 2 to:
  - ☐ Understand the FI$Cal Project scope and implementation timeline across each implementation wave.
  - ☐ Learn where to find FI$Cal Project information and supporting documents, such as Project newsletters, presentations, and department-specific messages.
  - ☐ Understand the FI$Cal Project activities needing your participation and support, such as the Change Workshop and FI$Cal End-User Training.

Using the Change Discussion Guide

- Use the FI$Cal Change Discussion Guide for Wave 2 to:
  - ☐ Identify the opportunities and tools to communicate the FI$Cal Project with your staff.
  - ☐ Understand how to discuss the Wave 2 business processes, change impacts, and FI$Cal end-user roles covered in the ICDGs.
  - ☐ Prepare to communicate changes, FI$Cal end-user role assignments, and training for department end users (your staff).

Understanding Your Support

- As a manager or supervisor, you are not the only person supporting the FI$Cal Project. The FI$Cal Change Network provides a support structure of individuals and groups within and outside your department who are working to make the implementation of FI$Cal a success.

- The FI$Cal Change Network is made up of three groups:
  - Governance/Leadership
  - FI$Cal Project
  - Department Implementation Team (DIT)

Understanding Your Support

Change Network Structure to Support End Users
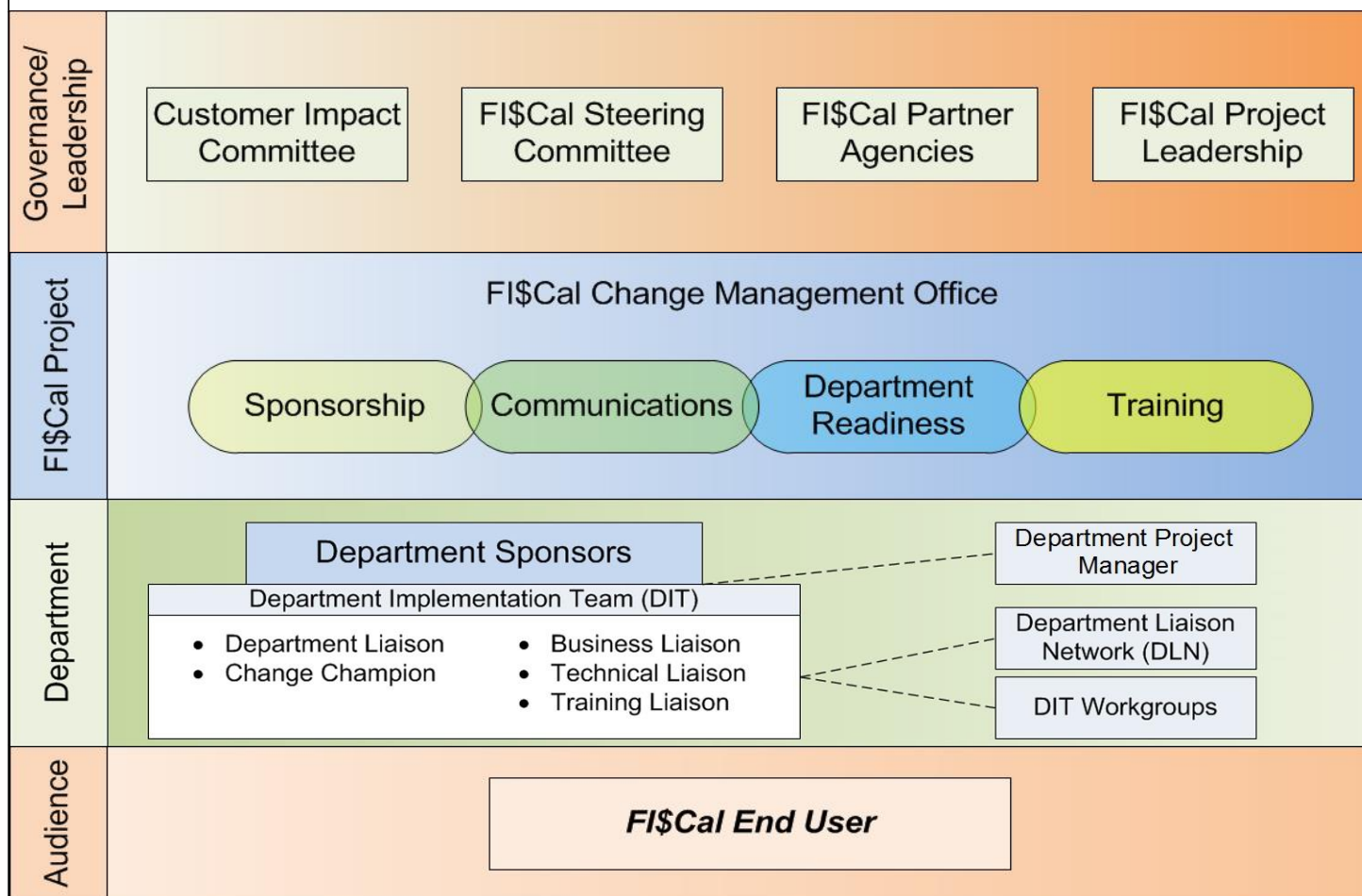
Preparing Yourself for Change

- **Be Informed**
    - ☐ Read communications about FI$Cal, such as the monthly FI$Cal Focus newsletter, available from the FI$Cal Project website, www.fiscal.ca.gov. Each newsletter describes recent updates to the FI$Cal implementation, availability of new information, and upcoming program activities and events.
    - ☐ Explore the FI$Cal website and check it regularly for updates.
    - ☐ Review the BPW materials for each business process area related to the work you or your staff performs, including the BPW Change Impact Tool(s) submitted by your department.

Preparing Yourself for Change

- **Be a Participant**
  - ☐ Participate in FI$Cal activities, such as the quarterly FI$Cal Forum.
  - ☐ Collaborate with your DIT to receive and review information on current and past project activities.
  - ☐ Participate in required and recommended FI$Cal end-user training, including FI$Cal web-based training prerequisites:
    - FS101: Introduction to FI$Cal
    - FS102: FI$Cal Navigation

Preparing Others for Change

- **Before April 2015**
  - Conduct change discussions with department end users prior to end-user training beginning the end of April 2015 to explain FI$Cal change impacts and FI$Cal end-user roles for Wave 2.
  - Use the Change Workshop materials to help prepare for these discussions. Other helpful materials include:
    - Wave 2 BPW presentations
    - Department BPW Change Impact Tool submissions
    - Role Mapping Workshop presentation
    - FI$Cal End-User Role Description Handbook and Department Role Mapping submission
  - If you did not participate in BPWs, talk with those that did. Consider having them assist in presenting the materials.

Preparing Others for Change

- **After End-User Training** *(before and after go live)*
    - ☐ Address questions and concerns from department end users.
    - ☐ Encourage participation in User Support Labs and ongoing review of FI$Cal materials.

- **After July 2015**
    - ☐ Use the FI$Cal business processes as designed.
    - ☐ Encourage positive support of FI$Cal.
    - ☐ Support your staff in being informed and educated end users of FI$Cal.
    - ☐ Escalate concerns to the FI$Cal Service Center (FSC) when unable to resolve through internal department support.

<u>**Before**</u> a Change Discussion…

- Participate in a Change Workshop or review the Change Workshop presentation.

- Read the instructions on how to navigate the FI$Cal Change Discussion Guide.

- Review the FI$Cal Change Discussion Guide to understand:
  - Scope and implementation timeline of the FI$Cal Project
  - How to conduct a change discussion, from preparation to delivery, through follow-up
  - FI$Cal business processes, end-user roles, and potential changes for Wave 2
  - Escalation process for questions and concerns identified by your department

Before a Change Discussion…

- Work with the Department Liaison to review the completed role mapping task, due January 30, 2015, where department end users are assigned to FI$Cal end-user roles.

- Review supporting materials previously provided and/or completed by your department, including:
  - ☐ BPW presentations
  - ☐ Department-completed BPW Change Impact Tool
  - ☐ Role Mapping Workshop presentation
  - ☐ FI$Cal End-User Role Description Handbook
  - ☐ Department Role Mapping submission
  - ☐ ICDGs for each relative business process area

- Update each ICDG with your department's specific business process impacts.

Before a Change Discussion…

- When identifying department specific impacts, remember to think about how areas within your departments will have to communicate and work in parallel.

- For example, think about how departmental areas will coordinate around the below when purchasing goods or services:
    - ☐ Appropriations, Agency Operating Budget, and Budget Check
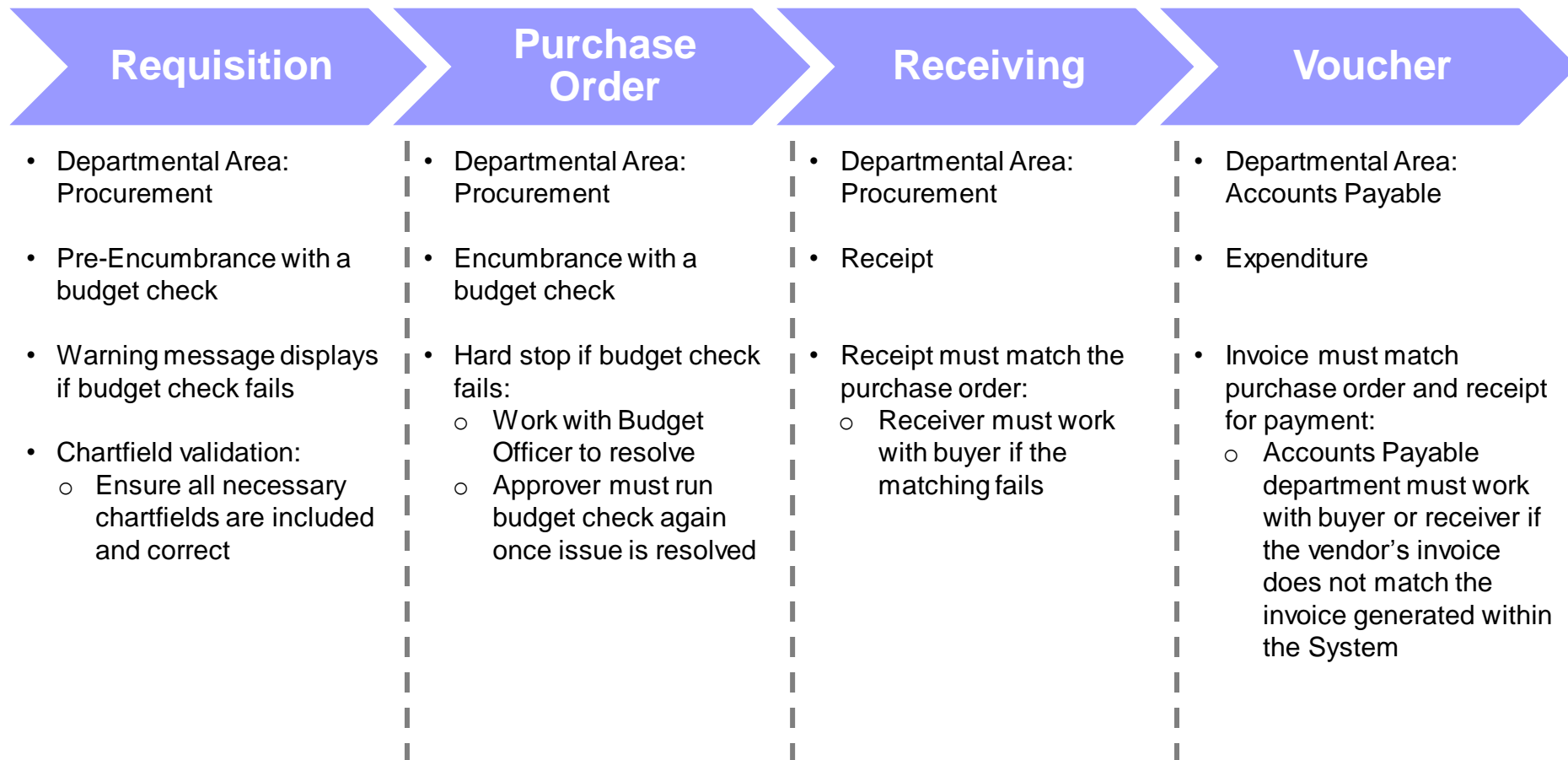   - ☐ Chart of Accounts
    - ☐ Matching Process

| Requisition | Purchase Order | Receiving | Voucher |

<u>Before</u> a Change Discussion…

■ Working from requisition to voucher, while checking budget and Chart of Accounts:

Requisition	Purchase Order	Receiving	Voucher
• Departmental Area: Procurement	• Departmental Area: Procurement	• Departmental Area: Procurement	• Departmental Area: Accounts Payable
• Pre-Encumbrance with a budget check	• Encumbrance with a budget check	• Receipt	• Expenditure
• Warning message displays if budget check fails	• Hard stop if budget check fails:	• Receipt must match the purchase order:	• Invoice must match purchase order and receipt for payment:

• Chartfield validation:
  o Ensure all necessary chartfields are included and correct
	o Work with Budget Officer to resolve
	  o Approver must run budget check again once issue is resolved
		o Receiver must work with buyer if the matching fails	o Accounts Payable department must work with buyer or receiver if the vendor's invoice does not match the invoice generated within the System

Before a Change Discussion…

■ Use Wave 1 departments' FI$Cal challenges and experiences to help identify additional department impacts and considerations:

Department Challenge	FI$Cal Solution
How to run Pay Cycle to print checks?	Job Aid: FI$Cal.032 - Creating a Departmental Pay Cycle
How does the Matching functionality work when creating a PO voucher?	The Matching process compares a voucher with the purchase orders and/or receiving documents and inspection confirming that payments are only made for goods and services that have been ordered, received and inspected. View Related Documents page to research existing relationships between Vouchers, Purchase Orders, and Receipts.
How to cancel, reissue, or record payments?	Job Aids: • FI$Cal.058 - Cancelling Payments Made From a Department's Office Revolving Fund • FI$Cal.032 - Creating a Departmental Pay Cycle • FI$Cal.064 - Recording a Manual Payment on Prepaid Voucher
How to reconcile a bank transaction the System transaction?	Job Aid: FI$Cal.006 - Bank Reconciliation – Semi-Manual Reconciliation - Consolidated

Before a Change Discussion…

- Read through the job aids in the FI$Cal Training Academy to get a clear picture of what daily activities will entail.

- FI$Cal Training Academy Job Aids:
  - Accessing FI$Cal 2.0 - How to log in
  - Accounts Payable - AP Job Aids
  - Asset Management - AM Job Aids
  - Billing - BI / Accounts Receivable - AR Job Aids
  - Budgets - BU Job Aids
  - Cash Management - CM Job Aids
  - Chart of Accounts - COA Job Aids
  - General Ledger - GL Job Aids
  - Labor Distribution - LD Job Aids
  - Project Costing - PC Job Aids
  - Procurement - PO Job Aids
  - Vendor Management - VM Job Aids

Individual Change Discussion Guides

- There are 12 Individual Change Discussion Guides (ICDG) covering:
    - ☐ The FI$Cal Project Overview
    - ☐ The 11 Wave 2 business process areas listed below:
        - Budgeting
        - Procurement
        - Accounts Payable
        - Asset Management
        - Billing/Accounts Receivable
        - Cash Management/Treasury
        - General Ledger
        - Project Costing and Customer Contracts
        - Project Costing, Grant Management and Customer Contracts
        - Small Business/Disabled Veteran Business Enterprise
        - Primavera

FI$Cal
Financial Information System for California

FI$Cal Change Discussion Guide

FI$Cal Project Overview

March 2015

FI$Cal Project Overview

- The Financial Information System for California (FI$Cal) is a business transformation project for the State in the areas of budgeting, accounting, procurement, and cash management. The Project prepares the State to work in an integrated financial management system.

- For the first time, four Control Agencies have formed a partnership to support FI$Cal at the highest level:
  - Department of Finance (DOF)
  - Department of General Services (DGS)
  - State Controller's Office (SCO)
  - State Treasurer's Office (STO)

FI$Cal Vision

- The vision of FI$Cal is to serve the best interest of the State and its citizens and to optimize the business management of the State, we will collaboratively and successfully develop, implement, utilize, and maintain an integrated financial management system.

- FI$Cal: Transparency. Accuracy. Integrity.

Key Wave Activities

- Pre-Wave
  - Went live in July 2013 with participation from five departments and two boards and commissions
  - Key implementation activities included delivering requisition, purchase order (PO), and receiving functionality, and establishing the Vendor Management File (VMF) to support the requisition and PO functionality in Pre-Wave

- Wave 1
  - Went live in July 2014
  - FI$Cal became the primary accounting, procurement, and budgeting system for Pre-Wave and Wave 1 departments using the new FI$Cal Chart of Accounts (COA)
  - FI$Cal became the system of record for budget data for DOF

Key Wave Activities

- Wave 2
  - Scheduled to go live in July 2015
  - BidSync retired, leading to statewide use of FI$Cal to:
    - Search for small business (SB) vendors, disabled veteran business enterprise (DVBE) vendors, and leveraged procurement agreements
    - Advertise contract solicitations
    - Push an advertisement link to registered bidders based on specific commodity codes
    - Post to FI$Cal notices of intent to award and the award of contracts
  - Vendor records for all departments, including deferred and exempt departments, integrated into the statewide Vendor Management File (VMF)
  - FI$Cal becomes the Procurement System of Record
  - Statewide control functions for DGS deployed

Key Wave Activities

- Wave 2
  - Scheduled to go live in July 2015
  - BidSync retired, leading to statewide use of FI$Cal to:
    - Search for small business (SB) vendors, disabled veteran business enterprise (DVBE) vendors, and leveraged procurement agreements
    - Advertise contract solicitations
    - Push an advertisement link to registered bidders based on specific commodity codes
    - Post to FI$Cal notices of intent to award and the award of contracts
  - Vendor records for all departments, including deferred and exempt departments, integrated into the statewide Vendor Management File (VMF)
  - FI$Cal becomes the Procurement System of Record
  - Statewide control functions for DGS deployed

ICDG Structure for Wave 2 Business Process Areas

- Each ICDG for a Wave 2 business process area follows a similar structure and begins with:
  - ☐ Cover Page
  - ☐ FI$Cal Solution diagram

- Each process contains its own set of slides covering:
  - ☐ Process Overview and Key Impacts
  - ☐ Template for Department-Specific Impacts and Notes
  - ☐ FI$Cal End-User Roles

- Each guide finishes with the following information:
  - ☐ Role Changes from Wave 1 to Wave 2*
  - ☐ FI$Cal End-User Training

*This slide is only applicable to the Purchasing , Budgeting, Accounts Payable, and Project Costing ICDGs.

FI$Cal Change Discussion Guide

Procurement Guide

March 2015

FI$Cal Solution

Procurement
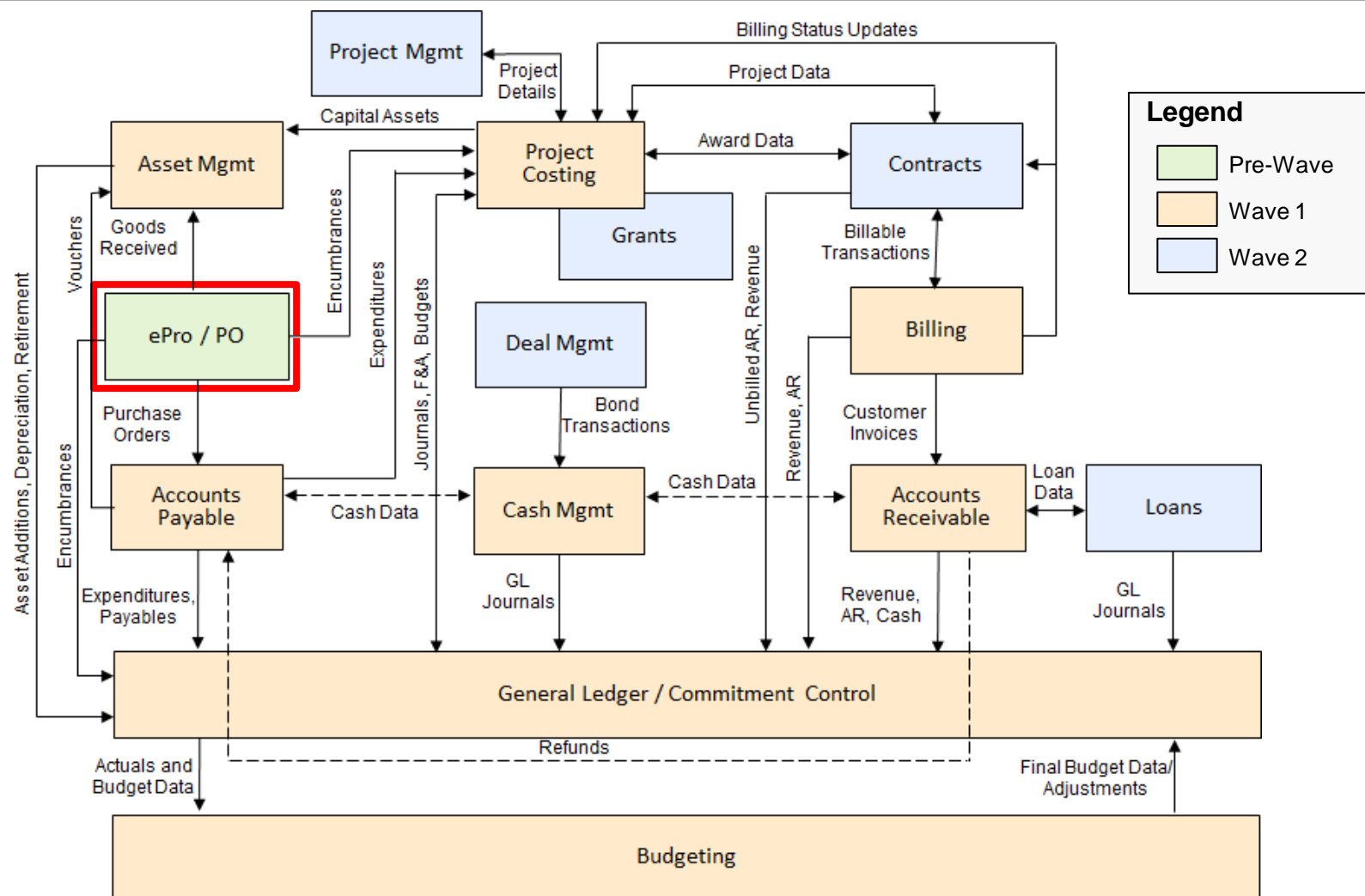
Process Overview

- The Create and Approve Requisitions process covers all activities related to creating, approving, and processing a requisition

- This includes the following sub-processes:
  - ☐ Create/Update Requisition
  - ☐ Approve Requisition

- Requisitions are created and approved in FI$Cal

- Funding information is validated in FI$Cal

Key Impacts

- New Chart of Accounts (COA) will be used on requisitions
- Users have the ability to assign an item as an asset when creating a requisition
- Acquisition Type and Method is captured in requisitions
- State Agency Buy Recycled Campaign (SABRC), Environmentally Preferable Purchasing (EPP) compliance information , and Leveraged Procurement Agreements (LPA) & CalPIA Items are entered in FI$Cal
- Buyers can copy requisitions over to purchase orders
- Information entered into a requisition will auto-flow to solicitations, contracts, and purchase orders

Procurement

Department-Specific Impacts and Notes

- As we transition to FI$Cal roles and responsibilities will change as follows:
    - [ROLE] – [CHANGE IN ROLE RESPONSIBILITIES]
    - [ROLE] – [CHANGE IN ROLE RESPONSIBILITIES]

- Department business processes around Requisitions will change as follows:
    - [ENTER CHANGE IN BUSINESS PROCESS]
    - [ENTER CHANGE IN BUSINESS PROCESS]

- Increased communication and integration between the following business areas will be needed:
    - [ENTER AREA 1 & AREA 2] – [ENTER ACTIVITIY THAT MUST BE COMPLETED TOGETHER]

Procurement

FI$Cal End-User Roles

FI$Cal End-User Role	Description
Department Requester	The department end user who orders the goods and/or services. The user assigned to this role may or may not be the one who enters the requisition into FI$Cal. The Department Requester's name is on the requisition as the person requesting the goods or services.
Department Requisition Processor	The department end user who can enter and update requisitions. The end user assigned to this role may or may not be the requester of the requisition.
Department Requisition Approver 1	The department end user who is responsible for approving department requisitions. This approval step is intended as a first-level review/ approval by a program approver.

Procurement

Role Changes –Wave 1 to Wave 2

Wave 1 Role	Wave 2 Change
Department State Contract and Procurement Registration System (SCPRS) Processor	This role has been removed in Wave 2.

Procurement

FI$Cal End-User Training

Course ID	Course Name	Duration	Delivery
FS101*	Introduction to FI$Cal	4 hours	WBT
FS102*	FI$Cal Navigation	4 hours	WBT
PO101	Introduction to Purchasing	4 hours	ILT
PO112	Processing Requisitions	2 hours	WBT
PO113	Additional Requisition Processes	2 hours	WBT
PO122	Processing Purchase Orders	4 hours	ILT
PO123	Additional PO Processes	4 hours	WBT
PO132	Managing Receiving	4 hours	WBT
PO142/152	Processing Solicitations and Procurement Contracts	4 hours	ILT
PO143	Processing Solicitations	4 hours	WBT
PO153	Processing Procurement Contracts	4 hours	WBT
PO213	Approving Requisitions	4 hours	WBT

*FS101 and FS102 are mandatory for all FI$Cal end users

<u>Before</u> a Change Discussion…

- Prepare a Change Discussion Checklist and Log:
  - ☐ Identify the meeting logistics, including date, time, location, and participant(s).
  - ☐ Use to capture the key elements of a change discussion in preparation for a meeting and confirm the completion of a change discussion after a meeting.

- Work with the Department Change Champion and/or Department Liaison to identify department-specific messages.

- Work with the Business Liaison or participants of the Business Process Workshops to understand the business processes and changes relative to you and your staff.

Change Discussion Checklist and Log

FI$Cal
Financial Information System for California

CHANGE DISCUSSION CHECKLIST AND LOG

Department	
Manager/Supervisor	
Meeting Logistics	Date:
	Time:
	Location:
	Participant(s):

Topic Checklist

Topic

☐ FI$Cal Project Overview
- ☐ Provided an overview of FI$Cal (processes, terms, functionality)
- ☐ Summarized the FI$Cal Implementation Timeline, focusing on scope of Wave 2

☐ FI$Cal Changes and Impacts
- ☐ Explained the changes from the FI$Cal implementation during Wave 2, using the Change Discussion Guide materials of relative business process areas
- ☐ Explained department-specific impacts from the BPW Change Impact Tool
  - ▫ Included reference to department-specific processes, policies, and change impacts (refer to department's BPW impact tool)
  - ▫ Included reference to department-specific documentation (for example, department procedure manual, reference guide, or intranet postings)

☐ FI$Cal End-User Role(s)
- ☐ Reviewed the FI$Cal end-user roles of relative business process areas
- ☐ Shared the FI$Cal end-user roles assigned to the end user by the department

☐ Resources
- ☐ Reviewed the FI$Cal end-user training planned for the relative process areas
- ☐ Shared the departments plan for FI$Cal end-user training registration and attendance
- ☐ Provided a copy of the appropriate Individual Change Discussion Guide(s)
- ☐ Shared the address for the FI$Cal Project website, www.fiscal.ca.gov

Questions and Concerns

Questions or Concern [Include response, if provided]	Escalate To [If open, provide name]	Due Date MM/DD/YY	Status (Open or Closed)

Change Discussion Notes

Notes
[Brief description]

During a Change Discussion…

- Use the Change Discussion Checklist and Log to:
  - ☐ Discuss the key change discussion topics and document the results of the conversation.
  - ☐ Share the goal of the FI$Cal Project and emphasize the department's participation and support.
  - ☐ Communicate the FI$Cal end-user roles assigned to the staff member and their responsibilities.
  - ☐ Explain the changes resulting from the FI$Cal implementation during Wave 2 using the Change Discussion Guide materials, including the ICDGs.

During a Change Discussion…

- Use the Change Discussion Checklist and Log to:
    - □ Provide the resources available to the staff member to prepare for FI$Cal, including the ICDGs by business process area, FI$Cal end-user training and User Support Labs, and the FI$Cal Project website, www.fiscal.ca.gov.
    - □ Listen to and document questions and concerns shared by the staff member.
- Be positive when speaking about the FI$Cal Project.
- Encourage the staff member's participation and support in using the System.
- During a change discussion, a manager or supervisor may also get support from members of the DIT or SMEs at the department to help communicate changes and FI$Cal Project activities.

After a Change Discussion…

- Complete the Change Discussion Checklist and Log.
  - ☐ Confirm the meeting logistics, including date, time, location, and participant(s).
  - ☐ Complete the checklist of key change discussion topics.
  - ☐ Capture questions and concerns answered during the discussion.
  - ☐ Identify any open questions or concerns (open items) requiring escalation, including who needs to receive the open items. A recommended escalation process is provided later in this guide.
  - ☐ Note any additional topics covered during the change discussion.

After a Change Discussion…

- As needed, provide the staff member(s) with any updates to their assigned FI$Cal end-user roles.
  - ☐ On January 30, 2015, the Department Liaison assigned roles to end users.
  - ☐ A future task, TECH237b, will allow departments to provide updates to the end-user role assignments.
  - ☐ When roles are updated, communicate any changes to staff FI$Cal end-user role assignments.
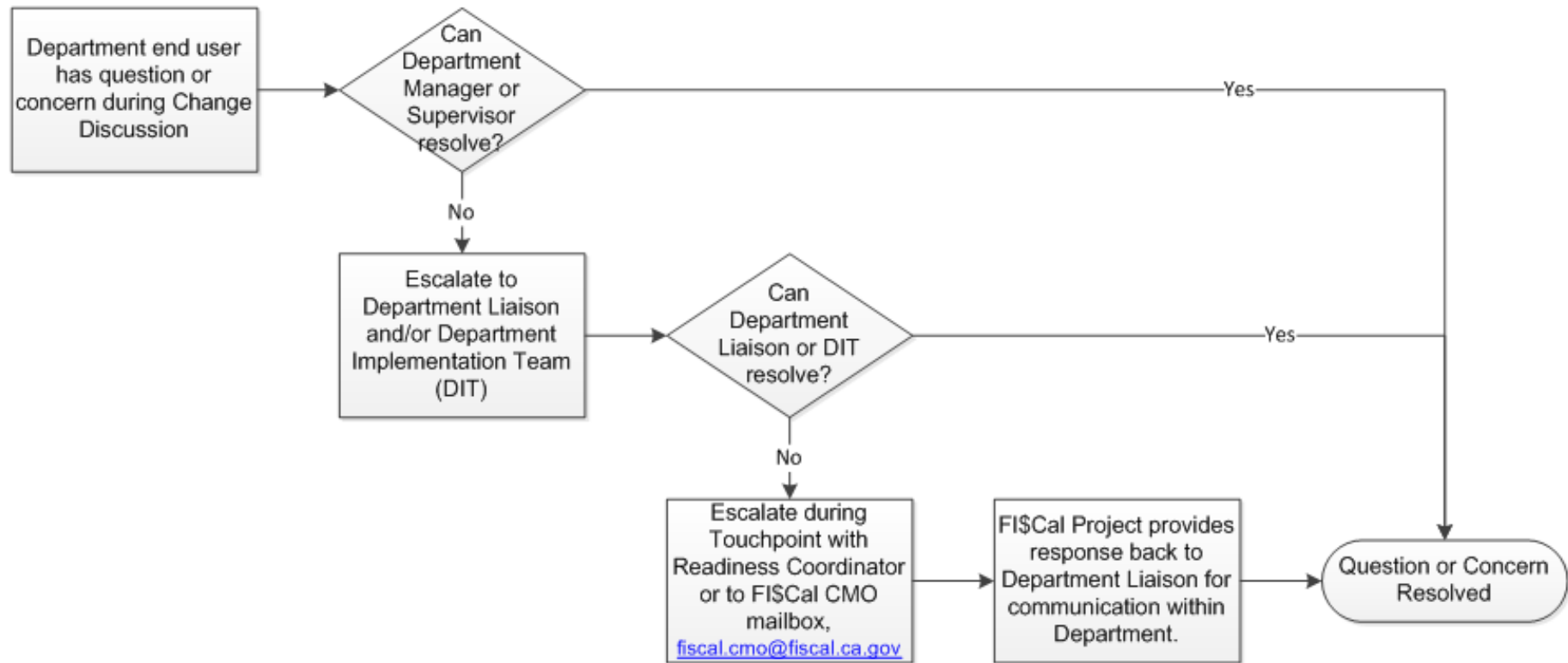
After a Change Discussion…

- Confirm the individual training required for a staff member.
  - ☐ Review the tables in the ICDGs listing the end-user training for each FI$Cal business process area.
  - ☐ Work with the Department Training Liaison to schedule staff members for end-user training.

- Work with the Department Training Liaison to monitor the staff member's completion of required and recommended FI$Cal end-user training.

- Support the staff member's transition to and adoption of the FI$Cal business processes and System through open communication.

Recommended Escalation Process for Change Discussion Questions

- During change discussions, it is expected that questions or concerns may arise that a department manager or supervisor cannot immediately address.

- The following diagram provides department managers and supervisors an option for escalating questions and concerns within their department and to the FI$Cal Project.

Recommended Escalation Process for Change Discussion Questions

Recommended Escalation Process for Change Discussion Questions

- Managers and supervisors should work with the Department Liaison and DIT to agree on how to raise questions and concerns within the department.

- Departments should draw from their current internal processes for troubleshooting (for example, internal Help Desk or SMEs), and the established relationship with the FI$Cal CMO Readiness Coordinator and the DIT (for example, Touchpoint meetings and email).

Change Discussion Activity

- **Group Discussion – Facilitation Questions**

  - ☐ What methods are you using to communicate about FI$Cal in your department?

  - ☐ How would you open the discussion with your staff?

  - ☐ What messages, information, and details do you want to include?

What Comes Next?

- **Core End-User Training** – Training for department end users that will need to use the FI$Cal system at go live or frequently in their assigned FI$Cal end-user roles.
- **Secondary End-User Training** – Training for department end users that may occasionally use the FI$Cal System or will not need to use the System until several months after go live.
- **User Support Labs** – Training support activities for department end users to reinforce the knowledge and skills learned during end-user training. This is an opportunity for department end users to continue practicing what they learned in training. There will be opportunities for departments to participate before and after go live.

Change Workshop → Core End-User Training → Secondary End-User Training → User Support Labs

Wave 2 Training Overview

Mandatory Courses

- FS101: Introduction to FI$Cal: Provides an understanding of the FI$Cal System by introducing key FI$Cal concepts and terms.
- FS102: Navigating FI$Cal: Provides an understanding of the basic navigation components of FI$Cal needed to perform transactions.

Types of Training Provided

- Web-Based Training (WBT): Self-paced PowerPoint Presentations that allow learners to complete the course at their own workstations.
- Instructor-Led Training (ILT): Classroom courses led by a FI$Cal instructor. Learners receive a hands-on experience by navigating in the FI$Cal System with guidance from instructors and FI$Cal Subject Matter Experts (SMEs).
- Virtual Instructor-Led Training (VILT): A webcast type presentation enabling participation from a distributed training audience.
- Instructor-Led Training Labs (ILT Labs): Labs with targeted exercises led by a FI$Cal instructor.

Next Steps

- Read the Individual Change Discussion Guide.
  - ☐ Understand the FI$Cal business process impacts to your staff.
  - ☐ Use the support from the Change Network and your DIT.
  - ☐ Prepare for change discussions with your staff.

- Conduct Change Discussions at Departments, March 16-April 10, 2015.
  - ☐ Departments complete and track change discussions with staff.
  - ☐ Provide FI$Cal with confirmation of complete change discussions.
  - ☐ Manage questions and concerns through escalation process.

- Register and prepare for:
  - ☐ End-User Training – April-July 2015

- Participate in third User Readiness Survey, April 27–May 8, 2015.
  - ☐ Results will be compared to the baseline and checkpoint surveys to measure end-user progress along the Change Commitment Curve.

Takeaways

- FI$Cal will send each Change Workshop participant:
  - ☐ Today's presentation - FI$Cal Change Discussion Guide (PPT)
  - ☐ Individual Change Discussion Guides (PPT)
  - ☐ FI$Cal Change Discussion Checklist and Log (Word)
  - ☐ Resource Links (PDF)

Questions

FI$Cal Project Information:
http://www.fiscal.ca.gov/

or e-mail the FI$Cal Project Team at:
fiscal.cmo@fiscal.ca.gov